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OPERATIONAL ACTIVITIES OF THE UNITED NATIONS FOR INTERNATIONAL DEVELOPMENT COOPERATION

Excerpt from the report of the Executive Board of the United Nations Children's Fund on its annual session for 1995**

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* E/1995/100.

** The present document is a mimeographed excerpt from the preliminary report of the Executive Board of the United Nations Children's Fund on its annual session for 1995 (22-26 May 1995). The report will be combined with the reports of the three regular sessions held in 1995: first regular session (1-3 and 6 February 1995), second regular session (20-23 March 1995) and third regular session (18-22 September 1995). The final report will be issued as Official Records of the Economic and Social Council, 1995, Supplement No. 13 (E/1995/33/Rev.1).

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III. ANNUAL REPORT TO THE ECONOMIC AND SOCIAL COUNCIL

117. The Executive Board reviewed the Executive Director's annual report to the Economic and Social Council (E/ICEF/1995/14 (Part III)), which was prepared in response to Board decision 1995/5. The Deputy Executive Director, Programmes, introduced the report, as well as the report on UNICEF participation in the follow-up to the World Summit for Social Development (WSSD) (E/ICEF/1995/19), which was also being considered under this agenda item.

118. Delegations expressed their appreciation for the report, emphasizing that they consider it important that UNICEF participate actively in the process of revitalizing the Economic and Social Council, which now had important responsibilities in the area of United Nations system-wide governance. In this regard, the suggestion was made that, in the future, there should be a joint report to the Council from UNICEF, UNDP and the United Nations Population Fund, and the secretariat supported this suggestion. The suggestion also was made that the Council be kept apprised of the development of the UNICEF mission statement.

A. Measures taken in the implementation of the provisions of the triennial policy review of operational activities

119. The upcoming triennial policy review, aimed at helping to strengthen coordination within the United Nations family and to create a more coherent system, was of special concern to UNICEF, reported the Deputy Executive Director, Programmes. UNICEF, he said, attached particular importance to the establishment of common goals and strategies through the preparation of country strategy notes (CSNs) and NPAs. General Assembly resolution 47/199 was useful in emphasizing the need for coordination without interfering with government plans and policies. He also noted practical developments in the programme area (e.g. the harmonization of cycles, common programmes, the resident coordinator system, etc.) and in the operations area (e.g. common premises, the simplification and harmonization of procedures, field-level monitoring, etc.).

120. Most delegations concurred that implementation of General Assembly resolution 47/199 was vital for the future credibility of the United Nations, and welcomed progress made to date as well as UNICEF work in carrying out action at the country level. Much remained to be done, however, to enhance United Nations operational activities.

121. One delegation commented that UNICEF had failed to mention the preparation of the UNICEF mission statement, and the secretariat acknowledged the omission. With regard to comments about insufficient efforts at the country level, the secretariat reported on field visits that were undertaken every two years or so to evaluate collaborative efforts. It was suggested that perhaps ways could be found to report on a country-by-country basis.

122. The fact that increasing numbers of countries were preparing CSNs was viewed as a positive sign. According to one delegation, country strategies were more important than global strategies and he commended senior UNICEF staff for consulting regularly with field staff on this issue. Another speaker mentioned

that countries that were lagging behind in the preparation of their CSNs should receive further assistance. The secretariat clarified that it has been difficult for the system to move quickly on this issue. UNICEF wanted to see Governments "in the driver's seat", focusing on collaborative action, but ultimately, the United Nations system was in the hands of Governments.

123. The further strengthening of the resident coordinator system was seen as essential to the effective implementation of resolution 47/199, and UNICEF was urged to continue to participate actively in these efforts. The importance of the need to have highly qualified staff, especially in view of their impact on programme implementation and resource mobilization, was stressed by several speakers. In response to a query, the Deputy Executive Director, Programmes, informed the meeting that several UNICEF representatives had been seconded to UNDP as resident coordinators and that he expected the process to continue, but in a more systematic manner, through the use of a "pool" of qualified candidates.

124. The harmonization of cycles and the overall need to move forward with inter-agency collaboration was emphasized by several delegations. With regard to the latter, the roles of JCGP and the Administrative Committee on Coordination in those efforts were considered timely and welcome.

125. Several queries were raised about the lack of progress towards the development of a common manual. The secretariat explained that this was difficult to achieve, especially among JCGP partners, since each organization had its own unique mandate and working methods. It might be possible, however, to focus on certain aspects where there could be greater commonality, such as in the area of evaluation.

126. Regarding progress made in the area of common premises, the secretariat assured Board members that UNICEF was strongly committed to this and, thus, was playing an active role. UNICEF was also looking at ways to have common services, such as security, telecommunications, etc.

127. In summary, the secretariat enumerated the following major areas of significant progress: the resident coordinator system and the idea of field teams; participation in the country programme approach; the process of follow-up to conferences; and recognition of the need for NPAs and CSNs to achieve the goals.

B. Follow-up to the International Conference on Population and Development

128. The secretariat informed Board members that UNICEF was working within the framework of its policies on family planning, HIV/AIDS and youth behaviour. Delegations were generally pleased with UNICEF efforts in ICPD follow-up. It was felt that the Board was provided with a clear vision of the role of UNICEF and delegations looked forward to reviewing the report on ICPD follow-up being prepared by the secretariat for the third regular session of 1995. One delegation stressed the importance of taking into account the outcomes of international conferences, while another welcomed UNICEF involvement in the

inter-agency task force and its work at the country level. Another speaker commended UNICEF for its holistic approach to the Plan of Action, while encouraging the secretariat to continue to work within its mandate. While stressing complementarity, UNICEF should preserve its own unique identity.

C. Follow-up to the World Summit for Social Development

129. As the Deputy Executive Director, Programmes, mentioned in his introduction, UNICEF was focusing on country levels in its follow-up to WSSD. Several delegations expressed concern that inter-agency discussions on WSSD follow-up were still at such a preliminary stage. The secretariat concurred and acknowledged its support of accelerated efforts in this area. Another speaker noted that the key elements of WSSD follow-up were related directly to UNICEF and urged the secretariat to play an active and supportive role, especially in view of the close links with the World Summit for Children, ICPD and the upcoming Fourth World Conference on Women.

130. Delegations felt that the 20/20 initiative was very relevant and supported the efforts of UNICEF and others to help direct resources to the areas most in need. However, several speakers emphasized the importance of the United Nations taking the lead in the initiative. Two delegations reminded the Board that there was consensus on the language and that, therefore, the initiative could be supported.

131. The Board took note of the annual report to the Economic and Social Council and decided to transmit it to the Council (see decision 1995/17 for the text of the decision adopted by the Executive Board).

IV. DECISIONS ADOPTED

1995/14. Progress report on follow-up to the World Summit for Children

The Executive Board,

Recalling its decision 1994/A/2 (E/ICEF/1994/13) concerning a mid-decade review of progress towards implementation of the commitments of the Declaration and Plan of Action of the World Summit for Children,

1. Requests the Executive Director to play an active, supportive role in helping to implement General Assembly resolution 45/217 of 21 December 1990 and to undertake consultations within the United Nations system and with members of the Executive Board as to how UNICEF can best support this process called for by the World Summit for Children and Executive Board decision 1994/A/2;

2. Proposes the sixth anniversary of the World Summit for Children, 30 September 1996, as an appropriate date for the results of such a review to be announced;

3. Urges all Governments to participate in the review by carrying out prior to September 1996 assessments of progress at mid-decade towards the goals of the World Summit for Children;

4. Further urges countries, in carrying out such assessments, to include provincial and local authorities, non-governmental organizations (NGOs), the private sector and civic groups in this activity, in the spirit of paragraph 34 (i) of the Plan of Action of the World Summit for Children;

5. Calls upon international and national NGOs to provide input to the assessment by Governments of progress as of mid-decade and of the steps that need to be taken to assure attainment of the year 2000 goals;

6. Requests the secretariat to support countries, as requested and within the context of UNICEF country programmes, in the gathering and analysis of data on progress towards the mid-decade and decade goals and the overall assessment of the country's response to the World Summit Declaration and Plan of Action. All work done in support of the gathering of data for the mid-decade and end-decade goals should be standardized, coordinated with and shared by other United Nations agencies and result in improved and sustainable national capacity in gathering and analysing data on the situation of children;

7. Also requests the secretariat to report back to the Board in future Executive Director's reports on the cost of the mid-decade review exercise to UNICEF and its country programmes and, where possible, to other partners, including the United Nations Development Programme, the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund and other United Nations partners;

8. Further requests the secretariat to work closely with other United Nations entities, particularly WHO, UNESCO and the United Nations Statistical Office, in systematizing the results of national assessments of progress and other relevant data, with a view to presenting, by the middle of 1996, a coherent and comprehensive statement of the status of achievement of the mid-decade goals and of progress towards the goals for children and development by the year 2000.

Annual session
25 May 1995

1995/15. Greeting Card and related Operations - financial reports

The Executive Board

Takes note of the Greeting Card and related Operations (GCO) provisional report for the period 1 May 1994-30 April 1995 (E/ICEF/1995/AB/L.7 and Corr.1) and the GCO financial report and accounts for the year ended 30 April 1994 (E/ICEF/1995/AB/L.6).

Annual session
25 May 1995

1995/16. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1995/P/L.10 and Add.1:

(a) $49,870,615 for general resources funding and $48,281,000 for supplementary funding for programme cooperation in Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1995/
Cameroon	1995	750 000		P/L.28
Cameroon	1996-1997	2 800 000	6 000 000	P/L.28
Chad	1995	181 680		P/L.15
Chad	1996-2000	8 500 000	16 025 000	P/L.15
Gabon	1996	750 000	300 000	P/L.28
Guinea	1995	715 935		P/L.28
Guinea	1995	765 000		P/L.28
Guinea	1996	2 000 000	5 415 000	P/L.28
Nigeria	1996	16 000 000	7 000 000	P/L.28
Sierra Leone	1995	200 000		P/L.28
Sierra Leone	1996-1997	3 600 000	6 776 000	P/L.28
Zaire	1995	373 000		P/L.28
Zaire	1996-1997	14 000 000	6 000 000	P/L.28

(b) $36,697,002 for general resources funding and $84,800,000 for supplementary funding for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1995/
Kazakstan	1995-1999	5 000 000	20 000 000	P/L.25
Kyrgyzstan	1995-1999	5 000 000	10 000 000	P/L.25
Moldova	1995-1996	1 500 000	2 000 000	P/L.31
Tajikistan	1995-1999	6 250 000	20 000 000	P/L.25
Turkmenistan	1995-1999	5 000 000	10 000 000	P/L.25
Turkey	1995	497 002		P/L.31
Turkey	1996	2 200 000	2 800 000	P/L.31
Uzbekistan	1995-1999	6 250 000	20 000 000	P/L.25
Programme support and operations	1995-1999	5 000 000		P/L.25

(c) $13,096,933 for general resources funding and $45,260,000 for supplementary funding for the Middle East and North Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1995/
Algeria	1995	357 676		P/L.30
Algeria	1996-1997	2 000 000	1 000 000	P/L.30
Oman	1995	129 416		P/L.30
Oman	1996	1 000 000		P/L.30
Palestinian women and children in:				
Lebanon	1996-1997	700 000	1 040 000	P/L.30
Syrian Arab Republic	1996-1997	400 000	620 000	P/L.30
West Bank and Gaza	1995	409 841		P/L.30
West Bank and Gaza	1996-1997	2 400 000	32 600 000	P/L.30
Sudan	1995	200 000		P/L.30
Sudan	1996	5 500 000	10 000 000	P/L.30

Annual session
25 May 1995

1995/17. Annual report to the Economic and Social Council

The Executive Board

Takes note of the Executive Director's annual report to the Economic and Social Council (E/ICEF/1994/14 (Part III)) and the report on UNICEF follow-up to the World Summit for Social Development (E/ICEF/1995/19) and decides to transmit these reports to the Economic and Social Council at its 1995 substantive session.

Annual session
26 May 1995

1995/18. Ensuring child survival, protection and development in Africa

The Executive Board,

Recalling its decision 1994/A/3 (E/ICEF/1994/13),

1. Reaffirms its strong and consistent commitment to Africa as the region of greatest need and highest priority and requests the Executive Director to develop specific strategies for translating this priority into concrete actions, including proposing increases in resource allocations for country programmes in Africa;

2. Reaffirms its commitment and support to the Secretary-General's Special Initiative for Africa, welcomes the UNICEF contribution to date and requests the Executive Director to ensure that UNICEF continues to play an active role in the inter-agency work on the implementation of this Initiative;

3. Acknowledges the critical role of basic education in development and, for that purpose: (a) urges African Governments to develop feasible and dynamic plans of action and allocate resources aimed at reversing the falling rates of enrolment and moving towards the Education for All goals agreed to at the World Conference on Education for All and the World Summit for Children; and (b) requests the Executive Director to support countries in formulating such plans and mobilizing external resources for their implementation;

4. Calls upon the Governments of African States to increase and strengthen the participation of communities in the planning, implementation and management of programmes for the delivery of social services, including the commitments made at the World Summit for Social Development;

5. Requests the Executive Director, in close cooperation with African Governments, to coordinate UNICEF activities with those of other United Nations agencies, particularly the World Health Organization, and to participate in strengthening existing strategies and programmes to assist in the implementation of the Global Plan of Action on Malaria;

6. Further requests the Executive Director to develop partnerships with bilateral and multilateral donor agencies to support African countries' efforts to meet specific goals or sets of goals within their national programmes of action;

7. Urges donor countries and international financial institutions to consider all possible measures to reduce the official debt burden of African countries, including debt cancellation and debt conversions for social investment in health, education and water supply and sanitation, and encourages the Executive Director to advocate at the highest possible levels for the reduction of African bilateral and multilateral debt, because of the adverse effects on children;

8. Requests the Executive Director to strengthen collaboration with regional and subregional organizations in Africa, in an effort to improve the well-being of children and women in Africa;

9. Requests the Executive Director to work for additional resources from both private and public sources for programmes in Africa through, inter alia, strengthening its cooperation with multilateral and bilateral funding institutions including the World Bank and the African Development Bank;

10. Reaffirms its commitment to local capacity-building as a critical programme strategy, and requests the Executive Director to strengthen collaboration with African institutions and non-governmental organizations in the development and implementation of UNICEF-supported country programmes;

11. Requests the Executive Director to ensure that UNICEF operational capacity in Africa is further enhanced within the context of the management reform;

12. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring child survival, protection, and development in Africa at its annual session of the Executive Board in 1997.

Annual session
26 May 1995

1995/19. Audit of the Kenya country office

The Executive Board

1. Notes the findings of the audit investigation into the instances of fraud and mismanagement in the UNICEF Kenya country office;

2. Expresses deep concern over these serious events;

3. Welcomes the measures already taken by the Executive Director and her statement to the Board on 25 May on the immediate steps she proposes to take in order to strengthen accountability and financial procedures within the organization;

4. Requests the Executive Director to ensure that these remedial measures will be designed so as to prevent any recurrence of fraud or mismanagement throughout UNICEF;

5. Requests the Executive Director to provide a further progress report to the 1995 third regular session of the Executive Board on both the specific situation in Kenya and the concrete steps being taken to strengthen financial management, accountability and oversight in UNICEF.

Annual session
26 May 1995

1995/20. Greeting Card and related Operations work plan and proposed budget for 1995

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1995 season

The Executive Board

1. Approves for the fiscal year 1 May 1995 to 30 April 1996 budgeted expenditures of $87.1 million as detailed below and summarized in column II of annex I to document E/ICEF/1995/AB/L.8:

	(In millions of United States dollars)
Director's Office	0.9
Product Line and Marketing	48.2
Private Sector Fund-raising	9.1
Operations and Finance	14.3
Subtotal a/	72.5
Non-operating expenses: b/	
Market Development Programme	4.0
Fund-raising Development Programme	7.0
Exhibits	0.1
Office move-related costs	1.8
GCO share in UNICEF administration costs	0.2
Central and Eastern European National Committees Development Programme	1.5
Subtotal	14.6
Total expenditures, consolidated	87.1

a/ For details, see table 1A of document E/ICEF/1995/AB/L.8.

b/ For details, see table 1 of document E/ICEF/1995/AB/L.8.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of annex I to document E/ICEF/1995/AB/L.8 and to increase the expenditures up to the level indicated in column III of annex I to the same document, should the apparent net proceeds from product sales and/or private sector fund-raising increase to the levels indicated in column III of annex I, and, accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of GCO.

B. Budgeted income for the 1995 season

The Executive Board

Notes that for the fiscal year 1 May 1995 to 30 April 1996, GCO net proceeds are budgeted at $234 million as shown in column II of annex I to document E/ICEF/1995/AB/L.8.

C. Policy issues

The Executive Board

1. Approves the changes in posts as presented in document E/ICEF/1995/AB/L.8, with the exception of the proposed transfer of the Personnel Unit and no reduction in the number of posts;

2. Renews the Fund-raising Development Programme with $7 million established for 1995;

3. Renews the Market Development Programme with $4 million established for 1995;

4. Authorizes the expansion of the Central and Eastern European National Committees Development Programme to include four additional National Committees, i.e., Estonia, Latvia, Lithuania and Slovenia, as recommended in paragraph 11 of document E/ICEF/1995/AB/L.8, and for this purpose, approves a budget of $1.5 million, of which $0.2 million is for one-time investments;

5. Notes the three different income statement formats presented by GCO in its Board documents and requests the Executive Director, in the interest of achieving greater transparency and consistency with regard to the performance of the two income-generating activities, i.e., product sales and private sector fund-raising, to use the income statement format as presented in table 1 of the GCO work plan and budget (E/ICEF/1995/AB/L.8) for all future GCO documents presented to the Executive Board. Furthermore, the Executive Board decides that GCO present a regional analysis of profitability, with recommendations, in its next work plan and budget;

6. Notes that GCO has incorporated the provisional results of the preceding year as latest estimates in the GCO work plan and budget (E/ICEF/1995/AB/L.8), as recommended at the 1994 annual session of the Executive Board, and decides that in the interest of reducing the workload for the secretariat and the Executive Board, that GCO should no longer submit a provisional report to the Board;

7. Notes the Executive Director's proposal in paragraph 20 of E/ICEF/1995/AB/L.8 to move the GCO Personnel Unit from GCO to the Division of Personnel; however, given GCO's unique requirements for staff to work with private sector counterparts, decides that this question be considered further by the Executive Director in the context of the management review;

8. Notes the Executive Director's proposal in document E/ICEF/1995/AB/L.9 that GCO, in the interest of increased transparency and harmonization, should change its fiscal year from 1 May-30 April to 1 January-31 December, and decides that this question be considered further by the Executive Director in the context of the management review;

9. Decides that, in the context of the follow-up of the management review, a study, with recommendations, should be presented in the next GCO work plan, of the optimum structure and location of GCO, so as to reflect its main markets, business partners and areas of potential growth, not excluding the possibility of consolidation of its staff in a single headquarters location.

Annual session
26 May 1995

1995/21. UNICEF strategies in basic education

The Executive Board

1. Takes note with satisfaction of the report on UNICEF strategies in basic education (E/ICEF/1995/16);

2. Endorses the framework for education programmes, including the scope, objectives, areas of action and strategies, set forth in document E/ICEF/1995/16;

3. Encourages the UNICEF secretariat to continue its support to countries to achieve the 1990s Education for All goals by implementing national programmes of action;

4. Also encourages the UNICEF secretariat, in coordination and collaboration with other United Nations agencies, and with national partners and external providers of assistance, and in selecting strategic areas of assistance in country programmes, to continue:

(a) To focus on universal access to basic education for children - increasing the retention and completion rates and of enrolments through a combination of formal and, as necessary, non-formal approaches and expansion of opportunities for women to gain access to basic education;

(b) To support the improvement of quality in basic education in order to enable learners to acquire a minimum required level of skills and knowledge through, inter alia, such necessary measures as the assessment of learning achievement, learner-centred approaches, innovations in respect of teaching personnel and their training and improvement in quality and quantity of learning materials;

(c) To promote parents' knowledge and skills and community- and family-based approaches for early childhood development as well as "second chance" basic education for youth and women as supporting elements of universal primary education;

(d) To increase allocations in country programmes of both general and supplementary resources to basic education in line with medium-term plan targets and the key role of basic education in promoting sustainable progress in the well-being and development of children;

5. Urges the UNICEF secretariat to put a greater emphasis in its programmes on:

(a) Targeting the major systemic problems in basic education such as inequality between girls and boys, efficiency, quality, relevance, costs and financing and management, and countries and regions with the greater need and challenge in basic education, such as the nine high-population countries, Africa and least developed countries, focusing on appropriate national policies and strategies to address these problems;

(b) Building the capacity of countries to plan and implement education programmes by strengthening national and local institutions, with particular attention to supporting decentralized and area-based planning, management, development of indigenous capacity for production of books and other material for basic education, monitoring and mobilization for universal basic education;

(c) Adopting a systemic and systematic approach to long-term education development, promoting cost-effective reforms, resource mobilization and sustainable strategies for universal opportunities with quality enhancement, including education in the field of human rights;

(d) Providing education services for children in emergencies, in collaboration with other organizations, with the aim of restoring as much normalcy as possible in children's lives, and expanding education opportunities for children in other difficult situations, including working children and children with disabilities, recognizing that education programmes must be responsive to different circumstances and characteristics of children;

6. Requests the Executive Director to assess and adopt measures to reorient and strengthen UNICEF capacity to play its role effectively in assisting developing countries to reach the goals of Education for All.

Annual session
26 May 1995

1995/22. UNICEF strategies in water and environmental sanitation

The Executive Board

1. Takes note with satisfaction of the report on UNICEF strategies in water supply and environmental sanitation (E/ICEF/1995/17);

2. Recognizes that universal access to clean drinking water is a fundamental human need which is essential to attain the right of the child to the enjoyment of the highest attainable standard of health;

3. Endorses the framework for the water supply and environmental sanitation programme, including the scope, objectives, areas of action, guiding principles and programme strategies as set forth in document E/ICEF/1995/17 and as clarified in the secretariat's statement which will be reflected in the final report of the meeting;

4. Encourages the UNICEF secretariat to continue its support to countries in achieving the goals of universal access to water supply and environmental sanitation by implementing national programmes of action;

5. Further encourages the UNICEF secretariat, in collaboration with national partners and external support agencies, and selecting pertinent strategies within the framework of country programmes, to continue:

(a) To promote and advocate public commitment, national policy and accelerated actions for meeting the needs and rights of children and the poor in respect of water supply and environmental sanitation;

(b) To set, define and review national and local goals, working with government and appropriate partners and pursuing their achievement through effective monitoring systems;

(c) To promote and strengthen partnerships, formed and strengthened with Governments at all levels as well as with civil society, non-governmental organizations, the private sector, external support agencies and others, ensuring cooperation and complementarity;

(d) To support the expansion of basic services, managed by the community, retaining strong commitment and providing catalytic support to the expansion of cost-effective services using appropriate technologies, while taking into account the potential for upgrading services by the communities themselves;

(e) To support emergency programmes for essential water supply and environmental sanitation needs within the framework of the United Nations system for emergency response;

(f) To allocate appropriate resources, as envisaged in the medium-term plan (E/ICEF/1994/3), from general resources and supplementary funds for water supply, sanitation and hygiene education, and to improve the capacity of national counterparts to effectively meet the challenge in the sector;

(g) To promote appropriate standardization of technologies for water supply and sanitation services to minimize the cost of installation, operations and maintenance;

6. Urges UNICEF to put a greater emphasis on, and allocate resources as required, for:

(a) Environmental sanitation, hygiene and behavioural change;

(b) Community management of the "water environment" within the context of Agenda 21 and primary environmental care (see document E/ICEF/1993/L.2);

(c) Capacity-building, adopting programme approaches that build capacity at all levels and in all segments of society, including establishment of community resource centres, to ensure sustainable sector development;

(d) Community cost-sharing of capital and recurrent costs of basic levels of service, taking into account the willingness and ability to pay, and recovery of full capital and recurrent costs of higher levels of services in order to generate additional resources to extend basic services and ensure their sustainability;

(e) Gender-balanced approaches to meeting the objective, recognizing women as key players and agents of change, and not solely as primary beneficiaries, in the context of overall efforts to empower women (see document E/ICEF/1994/L.5);

(f) Participatory approaches to meeting the objectives and promoting the role of the community, supported by other stakeholders, in planning, implementing, managing and monitoring services;

(g) Research and development on technology and social and economic issues, including transfer of technology, in order to promote cost-effectiveness, impact and sustainability;

(h) Assistance to countries to standardize the definition of coverage and improve monitoring systems by including process and impact indicators;

(i) Enhanced linkages with health, education, nutrition, environment and other development programmes, exploiting synergies among all sectors that support child survival, protection and development;

(j) Improvement and strengthening of the capacity of UNICEF water supply and sanitation staff by, inter alia, increasing the proportion of women in the sector and improving staff training, including the transfer of knowledge and skills and orientation and career structure to respond effectively for meeting the goals for the sector;

(k) Appropriate support for promotion of water supply and sanitation services in deprived, low-income urban areas.

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1995/23. Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

The Executive Board

Decides to elect the following member and alternate to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the 1995-1996 biennium from the Latin American and Caribbean group of States: Ms. Iara Gloria Areias Pradro, as member, and Ms. Heloise Vilhena de Araujo, as alternate, both from Brazil.

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1995/24. Format of future Executive Board decisions

The Executive Board,

Recalling its decision 1994/R.1/1 (E/ICEF/1994/13/Rev.1),

1. Requests the secretariat to consider the format of future Board decisions in order to facilitate an effective and businesslike conduct of work;

2. Further requests the secretariat to provide recommendations to the third regular session of the Board in September 1995.

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